



Board of  
Examiners

# Update

October 2005



## Completion of Stage 2 Evaluation of Applications

On September 15, 2005, the Panel of Judges met to determine which organizations would move on to stage 3 of the evaluation process, also known as the site visit stage. Out of the 36 organizations that were evaluated at consensus, the Judges selected 14 organizations to be site visited: 3 education organizations, 7 health care organizations, 1 manufacturing company, 1 service company, and 2 small businesses.

Site visits are scheduled for the weeks of October 16–22 (education and manufacturing) and October 23–30 (health care, small business, and service). The Judges will meet again during the week of November 14 to make their Award recommendations to the Secretary of Commerce. Award recipients will be announced in late 2005.

## 2006 Examiner Application Available in November

November 4, 2005, marks the opening of the Examiner application period for the 2006 Board of Examiners. Each year the Baldrige National Quality Program (BNQP) recruits the best in business, education, health care, and nonprofit organizations to serve as members of the board. In 2006 the Baldrige Program will be in particular need of individuals with expertise in food service, manufacturing, health care (particularly clinical expertise), education (K-12 and higher education), and nonprofits, including charities, professional associations, and government. The Program also is interested in attracting people experienced in strategic planning and process management who exhibit a commitment to performance excellence. Please reapply and encourage qualified colleagues to apply!

Serving on the Board of Examiners offers a wide range of opportunities for personal and professional development. As volunteers, Examiners refine their analytical and consensus-building skills; network with some of the nation's foremost experts in business, health care, education, and nonprofit organizations; and use their expertise to improve America's competitive position. Serving on the board also can be an excellent opportunity for people in senior leadership positions to gain a broader view of organizational performance.

As in past years, the Examiner application will be available online, as well as in a Word format for those wishing to submit a paper application. Members of the 2005 Board of Examiners and previous applicants from 2003–2005 will receive e-mails with links and instructions on how to access and update their information, including separate e-mails containing personal identification numbers (PINs) and passwords. If your e-mail address has changed, please contact Renée Norris at [renee.norris@nist.gov](mailto:renee.norris@nist.gov), so that we can update our database and you can be assured of receiving this important information. Starting November 4, new Examiner applicants can create an account by going to [www.baldrige.nist.gov/Board\\_of\\_Examiners.htm](http://www.baldrige.nist.gov/Board_of_Examiners.htm) and clicking on the New Applicant icon.

All paper applications and recommendations must be postmarked no later than January 8, 2006. All online applications and recommendations must be submitted by January 8, 2006. Applicants will be notified by March 28, 2006, of their selection.

## 2005 Improvement Day

BNQP hosted its annual Improvement Day on July 27, 2005, at the National Institute of Standards and Technology (NIST) campus in Gaithersburg, Maryland, with approximately 50 attendees sharing ideas and suggestions for improvement. Sessions focused on the Criteria for Performance Excellence, modifications for nonprofits, simplification of feedback reports, and other Program processes. In addition to the input provided during Improvement Day, suggestions were obtained through a call for comments via the BNQP Web site.

We would like to take this opportunity to thank Karen Dement, Tom Hinton, Laura Huston, Kay Kendall, Geri Markley, Richard Vesely, and Jim Zurn for serving as facilitators for the sessions. Thank you also to the participants and to those who offered suggestions through the call for comments. BNQP will be reviewing the recommended suggestions and using them to help drive Program improvements during the coming year.

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## 2005 Workshop for State and Local Quality Award Programs

More than 50 representatives from 31 programs attended a two-day state and local quality award workshop on July 25–26, 2005, at NIST. The planning committee, which comprised Steve Brant (Pennsylvania), Anne Cutrumbes (Alliance for Performance Excellence, a network of national, state, and local Baldrige-based organizations), Megan Rexrode (California), and Victoria Taylor (Georgia and Alliance president), developed an agenda using the evaluation results from the 2004 workshop, survey responses from state representatives, and input from a discussion at The Quest for Excellence ® XVII state and local business meeting.

Chief Executive Officer Christy Stephenson of Robert Wood Johnson University Hospital Hamilton, a 2004 Award recipient, delivered the keynote presentation. There also were presentations by Ken Ulrich on marketing and public relations and Tom Hinton and David Spong on attracting sponsors. There were six breakout sessions on defining the role of consultants (Brian Lassiter and Paul Orton), attracting and retaining members (Chris Stevens, Julia Galbadon, and Victoria Taylor), training without a case study (Mike Langridge), generating revenue through workshops (Jennifer Sprecher), recognizing external events that may affect state and local programs (Steve Brant), and benchmarking (Tina Shoemaker). Updates were provided on the Alliance for Performance Excellence, the Baldrige Collaboration (a group of representatives from the Baldrige Program, American Society for Quality [ASQ], the Foundation for the Malcolm Baldrige National Quality Award, Board of Overseers, Panel of Judges, and state programs who are working on marketing for the Baldrige Program), and the state and local Web site ([www.networkforexcellence.org](http://www.networkforexcellence.org)). The workshop ended with a dialogue with the state and local programs led by David Spong and Dale Crownover on working with the Foundation for a better future.

State and local programs serve a national role in promoting learning across the country and disseminating the principles of performance excellence set forth in the Baldrige Criteria. In addition, over the past several years, the number of Baldrige recipients that previously received their state or local award has continued to increase. State and local programs have become a primary source of applicants for the Baldrige Award. In fact, 28 of the last 38 Baldrige Award recipients also received their state or local program's award.

Three of the state and local programs were recognized at the workshop for their contributions to BNQP. The quality programs of Oklahoma, Texas, and New Jersey were presented with a State and Local Appreciation Award for their role in encouraging their state award recipients to become involved in the national Baldrige process. The Oklahoma Quality Award was recognized for encouraging The Bama Companies, Inc.; Quality Texas was recognized for encouraging Texas Nameplate Company, Inc.; and Quality New Jersey was recognized for encouraging Robert Wood Johnson University Hospital Hamilton. Colorado Performance Excellence will be recognized at its annual conference in mid-October for encouraging the Kenneth W. Monfort College of Business.

## 2005 Regional Conferences

The 2005 Baldrige Regional Conferences were held in September in Orlando, Florida, and Minneapolis, Minnesota. More than 643 representatives from the business, health care, education, and nonprofit sectors attended the conferences to learn about the best practices of past and present Baldrige Award recipients. Each conference featured keynote presentations from the leaders of the following 2004 Award recipients—The Bama Companies, Inc.; Kenneth W. Monfort College of Business; and Robert Wood Johnson University Hospital Hamilton—as well as concurrent and town hall sessions featuring current and past Baldrige Award recipients. Introductory pre-conference workshops were offered at each conference. The following Award recipients provided presentations: Baptist Hospital, Inc.; Caterpillar Financial Services Corporation U.S.; Community Consolidated School District 15; Pearl River School District; The Ritz-Carlton Hotel Company L.L.C.; Saint Luke's Hospital of Kansas City; SSM Health Care; Sunny Fresh Foods; 3M Dental Products Division; and University of Wisconsin-Stout. The following Examiners served as moderators: in Florida, Mary Beth Corace, Terry Holliday, Dave Klate, and Pat Lapekas and, in Minnesota, Jean Bronk, Karen Copp, and Gary George. Two Baldrige Judges also served as conference chairs: David Branch in Florida and Roy Bauer in Minnesota.

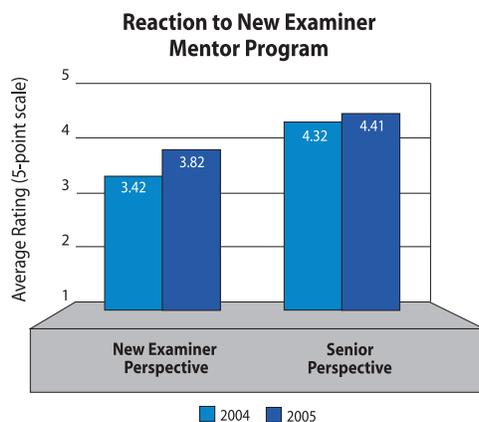
We thank all of the Examiners and Award recipients who volunteered to be moderators and speakers at this year's conferences. In addition, we thank our co-sponsors, the Minnesota Council for Quality, the Kansas Award for Excellence Foundation, the Florida Sterling Council, and the North Carolina Awards for Excellence.

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Next year's Regional Conferences will be held in the fall in the states of New Mexico and New Hampshire. For these conferences, we will partner with the Granite State Quality Award and Recognition Program, Vermont Program for Performance Excellence, Quality New Mexico, and Nevada Quality Alliance.

## Thank You Mentors!

In response to feedback from new Examiners, BNQP rolled out a new Examiner mentor program in 2004. Since the Program relies heavily on the peer-teaching model, we asked Senior and Alumni Examiners to serve as mentors for our first-year Examiners to help them with their Examiner Training pre-work.



Every new Examiner was paired with one Senior or Alumni Examiner mentor. Mentors were asked to provide guidance and advice to new Examiners on the evaluation of the case study application and the preparation of the training scorebook. While not an expectation, mentors also could give advice related to travel and other logistical questions. Each mentor served as a resource to his or her assigned Examiner from early April (when the pre-work package was mailed) until Examiner training. After all was said and done, about 70 percent said they were asked for assistance in their roles as mentors. While the demand for mentor advice was high, it appears the demand on mentor time was not. On average, mentors that were asked for assistance spent about one hour on mentor duties.

The work of our dedicated mentors paid dividends. For example, 90 percent of Senior Examiners felt the mentoring service was worthwhile (compared to 85% in 2004). Meanwhile, the number of new Examiners that agreed with the statement "my mentor was helpful in offering guidance and assistance in understanding the evaluation process and training expectations" increased from 49 percent in 2004 to 68 percent in 2005.

Congratulations to all of our 2005 mentors for a job well done!

## New CEO Issue Sheet Developed on Business Results

BNQP recently published its eighth CEO Issue Sheet, "Baldrige: Performance Excellence Delivers World-Class Results." This latest CEO Issue Sheet provides evidence of the value of Baldrige to business organizations by examining the business results of ten recent Baldrige Award recipients in the manufacturing, service, and small business categories. The issue sheet provides sample results from each of the 2005 Category 7, Business Results Items:

- Product and Service Outcomes
- Customer-Focused Results
- Financial and Market Results
- Human Resource Results
- Organizational Effectiveness Results
- Leadership and Social Responsibility Results

Copies of the CEO Issue Sheet or other materials can be obtained by contacting our Customer Service Desk at (301) 975-2036 or e-mailing [nqp@nist.gov](mailto:nqp@nist.gov). You also can download the issue sheet from our Web site at [www.baldrige.nist.gov/Issue\\_Sheet\\_Excellence.htm](http://www.baldrige.nist.gov/Issue_Sheet_Excellence.htm).

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## Recruiting Volunteers for the 2007 Case Study

Every year a team of Examiners writes a case study about a fictitious organization that is applying for the Baldrige Award. The case study is used for Examiner training and by some state and local award programs for training. In addition, it is helpful to those interested in applying for the Award because it serves as a sample application.

Traditionally, BNQP sought volunteers and sector experts interested in developing a case study in early spring. The case study team then researched, outlined, and wrote the case study April through November, and the case study was used in Examiner training the following May. However, we've received feedback from case study writers that the timing of this process conflicts with other Award process activities, such as consensus and site visit, and is especially difficult for educators who are extremely busy during the fall.

For the 2007 case study, BNQP is asking that the team leaders and the writing team begin their work in January 2006, with work progressing through late August 2006. The topic of the case study will be either a large service company (perhaps financial services) or a nonprofit, nongovernment entity (e.g., a charity). BNQP will work with the team leaders to choose the topic based on the interests and knowledge base of the team members and based on whether the nonprofit category is approved in fiscal year 2006.

If you are interested in serving as a writer or expert reviewer for the 2007 case study, please e-mail JoAnne Surette (joanne.surette@nist.gov) or Dawn Wilcox (dawn.wilcox@nist.gov).

## Baldrige Research Being Conducted

Research is being conducted by a national taskforce involving the Baldrige Program, volunteers, the Foundation for the Malcolm Baldrige National Quality Award, state programs, and ASQ. Through the research, the task force seeks to increase the number of organizations successfully using the Malcolm Baldrige National Quality Award principles, framework, and Criteria for Performance Excellence to improve organizational performance. Organizations that have applied Baldrige are asked to participate in the research by responding to the three questions posted at [www.performance-excellence.com](http://www.performance-excellence.com). The three questions are listed below.

1. What would be most helpful to move your organization's performance to the next level?
2. What business issues keep your senior leaders "awake at night"?
3. What obstacles or challenges has your organization overcome? How were they overcome?

## In Sympathy

The Baldrige Program expresses its deepest sympathy for the sudden passing of our colleague and friend Dalton (Don) Reede Cates. Cates, recently interim executive director of the Foundation, died suddenly on September 22, 2005. For 40 years, he worked for Corning, Inc., and was active in manufacturing, marketing, and quality functions. In addition, he was very active in the Baldrige Program and the Foundation, in his community, and in the New York State Empire Program and Sister City Programs of Japan, Ukraine, and Italy. He is survived by his wife of 48 years, three children, and six grandchildren.

## Future Hiring at BNQP

If and when funding for the Baldrige Award nonprofit category is approved, there will be significant expansion in Program activities. With that expansion comes the potential of hiring several new staff members. In anticipation of that time, we'd like to know if you'd be interested in a full-time position working for the Baldrige Program in Gaithersburg, Maryland. If you are interested in learning about opportunities, please e-mail a response to Jamie Ambrosi at [jamie.ambrosi@nist.gov](mailto:jamie.ambrosi@nist.gov).

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# Update

## **Baldrige Office on the Road**

Upcoming events where the Baldrige Program will be exhibiting include the National Quality in Education Conference in Miami, Florida, November 13–15; the Defense Manufacturing Conference in Orlando, Florida, November 28–December 1; and the Institute for Healthcare Improvement Conference in Orlando, Florida, December 11–14. You can keep track of future events where BNQP will be presenting or exhibiting at [www.baldrige.nist.gov/BNQP\\_Exhibit\\_Schedule.htm](http://www.baldrige.nist.gov/BNQP_Exhibit_Schedule.htm).

## **Planning Underway for The Quest For Excellence® XVIII**

The official conference of the Malcolm Baldrige National Quality Award, The Quest for Excellence® (QE) XVIII, will be held April 23–26, 2006, at the Hilton Washington in Washington, D.C. This annual conference provides a forum for Award recipients to share their exceptional performance practices with worldwide leaders in business, education, health care, and nonprofit organizations. QE XVIII will showcase the 2005 Baldrige Award recipients, who will be announced in late 2005.

NIST, ASQ, and the American Society for Training and Development (ASTD) co-sponsor the conference. As the conference approaches, complete information, including online registration, will be available at [www.baldrige.nist.gov](http://www.baldrige.nist.gov).

## **NIST News**

### **Baldrige Director Named as Top Quality Driver**

In its October 2005 issue ([www.qualitydigest.com/currentmag/articles/01\\_article.shtml](http://www.qualitydigest.com/currentmag/articles/01_article.shtml)), Quality Digest named BNQP Director Harry Hertz as one of the “driving forces in the quality profession.” The article “Who’s Driving Quality Today?” focuses on 15 leaders in the quality profession, including those leaders involved in the Criteria for Performance Excellence, Six Sigma, and ISO 9001. The leaders were chosen because they “are driving forces in the quality profession, either through their work, their employment, their writings or their visibility.”

Hertz, dubbed “Baldrige Booster,” said, “The main thing organizations can do to improve their own quality is to move their quality efforts from a tactical perspective to a strategic opportunity. It has to be part of the mission of the organization.”

### **Baldrige Staff Help Survivors of Hurricane Katrina**

Like all Americans, the staff of BNQP watched helplessly as hundreds were killed and thousands displaced in the Gulf Coast by Hurricane Katrina. When the time came for the annual BNQP staff picnic, the staff decided to put their money to a better use: staff contributed their money and time for evacuees of the hurricane.

Staff created toiletry kits for men, women, and children that contained items, such as deodorant, shampoo, body wash, lotion, tissues, toothpaste, toothbrushes, shaving cream, razors, and combs. The kits were delivered to 295 evacuees who were flown from New Orleans to Washington, D.C., for the shelter of the D.C. Armory. The kits were chosen as they are nonperishable and can be used for immediate personal care needs or for long-term use by the evacuees.

The idea to create the kits came from BNQP’s community service team, which comprised Denise Coursey, Barbara Fischer, and Faith Harper of the Outreach and Communications Team; Rachel Kinney of the Management Team; and Christine Schaefer of the Publications Management Team. Fischer said, “Everyone here came together. You feel so helpless and you want to do something to help.”

The kits were delivered to the Zion Baptist Church of Washington, D.C., which was coordinating an effort with the Washington, D.C., government to bring kits to a designated drop-off point for delivery to the evacuees. Jacqueline Calhoun, a member of the Publications Management Team, who delivered the kits to the church, said the community service activity “continues to build the team environment at the Baldrige Office and at NIST. . . . We are delighted to have the opportunity to do something to help the evacuees. It makes you appreciate your blessings.”

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## Baldrige Announces Team Rotations and New Team Leaders

As it does every year, BNQP is rotating some staff among its self-managed teams. BNQP purposely moves staff to provide opportunities for cross-functional learning and knowledge sharing. Two staff members rotated teams this year: Robert Goehrig moved from the Examiner and Staff Development Team to the Award Process Team and Sandra Byrne moved from the Award Process Team to the Management Team.

In addition to these changes, teams elected their new team leaders. Team leaders act as team coordinators and policy advisors for BNQP. They serve on the BNQP Coordinating Council with BNQP management to facilitate communications and decision making among teams and to identify and coordinate policies for the office. Serving as a team leader is seen as a growth opportunity for staff members and allows BNQP to benefit from new and diverse viewpoints. To serve as their team leaders, the Award Process Team elected Robert Fangmeyer (301) 975-4781 and the Examiner and Staff Development Team elected Mary Bostwick (301) 975-4280. The Outreach and Communications Team elected Barbara Fischer (301) 975-8942 and the Publications Management Team elected Dawn Wilcox (301) 975-3074 for second terms as team leaders.

**Kathy Harvill** of the Administrative Support/Electronic Information Team retired from BNQP on July 29, 2005, after a little under a year with the Program. She worked as an Information Technology Specialist (System Analyst). Harvill came to BNQP from NIST's Chief Information Officer Division, where she worked for five years, and before that she served with the Information Technology Laboratory since 1985. The Program wishes Kathy much happiness in her retirement!

**Lisa Hickman** of the Administrative Support/Electronic Information Team worked as an Administrative Support Assistant for BNQP, where she supported a number of projects during her five-year stay. This past summer, Hickman married and moved to Baltimore, Maryland, where she accepted a position that has an opportunity for further career advancement at the Centers for Medicare and Medicaid Services. The Program wishes Lisa our best!

**Update** The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

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This Malcolm Baldrige National Quality Award newsletter is published on an as-needed basis.